

# 2019 - 2020 ANNUAL REPORT



## Community Futures Manitoba Inc.

Presented at:

2020 Annual General Meeting  
January 25, 2021  
Via Zoom

Community Futures Manitoba Inc. is supported by the Government of Canada through  
Western Economic Diversification Canada



Western Economic  
Diversification Canada

Diversification de l'économie  
de l'Ouest Canada

Canada

## CHAIRPERSON'S MESSAGE

2019-2020 began as a typical busy year for CF Manitoba.

CFM's operations continued to be complex, with project delivery, partnerships, and event hosting that required a budget of nearly \$3 million.

Our partnership with Community Futures Saskatchewan to provide association management services has generated efficiencies and the ability to deliver additional services for both organizations, including \$2,000 of support to each Manitoba CF for board or staff training.

Other significant project activities included managing the \$7 million CRED Fund, which has funded over 80 projects to help Churchill and the rest of Northern Manitoba.

CFM's involvement on a national and western scale continued to bring Manitoba CFs the benefit of strength in numbers and a collective CF voice. The Community Futures Network of Canada spent much of the year making a strong case for the renewal of our program and its potential role to help the government deliver on its priorities.

The CF Pan West Network expanded the access to training opportunities to build the skills of our CF volunteers through the Community Futures Leadership Institute and our staff through the Staff Development program. I was honoured to continue to serve as Chairperson of CF Pan West Inc. and look forward to helping to guide the organization to support western CFs.

Manitoba CF volunteers and staff got together to celebrate the program's achievements at the annual CF Manitoba Awards Banquet, which was held in conjunction with the 2019 Manitoba Community Futures Conference at the Lakeview Resort in Gimli. Congratulations to Frances McIvor from CF North Central Development, who received the Community Futures Award for Volunteerism and to my CF, CF Parkland, who received the Community Futures Award for Excellence in Innovation for their Rural Entrepreneur Network for Women project.

As the year drew to a close, we were preparing to move forward with leading or assisting with several projects approved under the Rural Opportunities Fund, and to continue to provide our regular support services.

And then everything changed.

At year end, many of our staff were working from home, many of our clients' businesses were under restrictions, and uncertainty reigned. Our staff was working actively with our funders, Western Economic Diversification, to determine how CFs can best assist with the federal response.

While we don't know where the next year will lead us, I know one thing: the volunteers and staff of Manitoba Community Futures organizations will be there to help our communities get through the difficult times ahead.

It has been my great privilege to chair this organization for another year. Thanks to everyone who contributed to our success in 2019-2020.

Jim MacMillan, Chairperson

## 1.0 OVERVIEW OF 2019-20

### 1.1 CF Manitoba Role and Responsibility to Members

Community Futures Manitoba was formed in 1991 as an association of Community Futures Organizations. Its main goals are:

- Coordination, Consultation, and Liaison in CED Delivery
- Representation of the Membership
- Build the Capacity of Community Futures Boards and Staff
- Marketing and Visibility
- Administration of Community Futures Manitoba

The organization sets its priorities every three years as part of a joint volunteer and staff strategic planning process; with all Manitoba CFs invited to participate. The 2016 exercise, which set long-term strategic goals for the 2019-2020 year, identified four areas of focus:

1. To distribute, transfer and grow the CF knowledge base during board and staff successions
2. To have well trained board and staff members
3. To advocate for enhanced:
  - a. Funding,
  - b. CED programs; and
  - c. Investment Funds
4. To improve membership engagement

Activities to address these priorities are further outlined in Section 2.

## 1.2 Structure

### **BOARD**

The board of directors of CF Manitoba consists of one director chosen from each of the 16-member CFs. The officers of the corporation, consisting of a chairperson, vice-chairperson, secretary and treasurer are elected by the membership at the Annual General Meeting. The board can also have a past chairperson (currently vacant) who sits as an ex-officio member. Nominations for the executive committee can be put forward by directors of the board.

Meetings of the board of directors are held quarterly or at the call of the chairperson. The executive committee normally meets two to three times per year. Meetings are often in person, by Adobe Connect, or by conference call in emergency situations or to deal with specific matters. Travel expenses of the directors are covered by the individual CF organizations. Expenses for executive committee and other committee meetings are covered under CF Manitoba's budget.

The directors of Community Futures Manitoba at March 31, 2020 were:

Edwin Ballantyne  
Vice-Chairperson  
CF Cedar Lake Region

Craig Blacksmith  
Director  
CF Dakota Ojibway

Steve Lupky  
Director  
CF East Interlake

Cathy Fidierchuk  
Director  
CF Greenstone

Tyler King  
Director  
CF Heartland

Richard Robinson  
Director  
CF Kitayan

Darlene Beck  
Director  
CF North Central Development

Kurtiss Krasnesky  
Director  
North Red

Ralph Caribou  
Director  
CF Northwest

Jim MacMillan  
Chairperson  
CF Parkland

Furlon Barker  
Director  
CF Southeast

Tim Lewis  
Director  
CF Triple R

Vacant  
Director  
CF West Interlake

Tracy Williams  
Secretary  
CF Westman

Mike Tumber  
Treasurer  
CF White Horse Plains

Florence Campbell  
Director  
CF Winnipeg River

### **STAFF**

Core staffing in 2019-2020 was approximately 1.1 full-time equivalents spread across three staff, who were funded 31% through Manitoba core funding and 69% through special projects and the Saskatchewan management contract. Overall staffing was 4.8 FTE, with 20% of overall staffing costs funded through the Manitoba core contract.

Bonita Lavallee joined our staff on a term position as the coordinator of the Indigenous Business Development Services project, filling in for Raena Baker while on maternity leave. Welcome Bonita!

The core and non-core staff employed in 2019-2020 were:

| Staff Member    | Position Title      | Core Staff | Non-Core Staff | Funding Program  |
|-----------------|---------------------|------------|----------------|--|
| Jason Denbow    | Executive Director  | X          |                | Total: 50% MB/50% SK. MB breakdown: 23% Core and 27% IBDS, EDP, CFIF, CRED |
| Susan Bater     | EDP Program Manager |            | X              | 47% MB EDP, 53% SK Core & EDP  |
| Raena Baker     | IBDS Coordinator    |            | X              | 100% IBDS. Went on maternity leave in December 2019.                       |
| Bonita Lavallee | IBDS Coordinator    |            | X              | 100% IBDS. Joined us January 2020.   |
| Carly Forbister | Office Manager      | X          |                | 62% Core, 38% EDP, SK EDP, SK Core, CRED and IBDS                          |
| Katie Daman     | CRED Coordinator    | X          |                | 75% CRED, 25% Core; also filled in as IBDS Coordinator in December/January |

## 2.0 2019-2020 YEAR IN REVIEW

### 2.1 Organizational Activities Overview

The following section details CFM's priority areas, with specific goals, actions, and results from the 2019-2020 corporate year.

CFM's action areas and goals were developed during a long-term strategic planning session as part of our ongoing planning process. The session was conducted in Winnipeg in January 2016 and involved input from staff and board members from CF Manitoba and Manitoba CF organizations. Short-term activities to achieve the long-term action areas and goals are determined annually as part of CF Manitoba's operational planning process.

A strategic planning session was held in February 2020 to develop the corporation's strategic plan for the next three years.

| Core Services   | Specific Activity   | Desired Outcome   | 2019-2020 Results   |
|---|---|---|---|
| <b>1.1 Coordination Consultation &amp; Liaison</b>                  |   |   |   |
| <b>Consultation with CF members</b>                                 | Timely updates provided to and feedback sought from CF board members and staff on pertinent matters   | CF opinions and wishes are heard and recognized.  | Several updates sent out to board and managers about current issues.  |
|   | Set time aside during CFM Board meetings for Board member reports on their local CF activities and to bring local concerns to the CFM Board table | Board member reports given at a minimum of 2 meetings   | Board reports given at June meeting but deferred in September and February.   |
|   | Attend CF Board meetings or events, either in-person or virtual, to seek input and provide updates  | Staff attend a minimum of 4 CF meetings or events   | Attended CF Cedar Lake Region's Christmas party; Rural Opportunities Fund announcement held at CF Westman's office. |
|   | Facilitate meetings of CF staff to share information, address common challenges and work on common projects.                                      | At least two Managers' meetings held.   | Managers' meeting held June 4th.  |
| <b>Publish the services on your website. Please provide a link.</b> | All required information posted on <a href="http://www.cfmanitoba.ca">www.cfmanitoba.ca</a>   | All contractual requirements met; public are aware of CFM's services and results.<br><br>CF 101 session focuses on CFM's services; seeking more opportunities to deliver it with increasing board turnover. | Can be found in the About section of the site.<br><br>Two CF 101 session deliveries at the Conference.              |
| <b>Liaison with WD Region</b>                                       | Work collaboratively with WD and Manitoba CFs to strengthen the CF Program.   | Information/challenges are regularly shared between all three parties.  | Worked with Bryce, Michel and Lorne on developing the Rural Opportunities Fund.                                     |
|   | Provide regular comprehensive reporting on CFM activities to WD and seek updates from WD staff  | WD representative invited to attend all CFM regular Board meetings and Managers' meetings   | WD invited to June and September board and managers' meetings.  |

|   |  |  |   |
|---|--|--|---|
| <b>Liaison with other CF Associations in western Canada</b> | Continue participation in Community Futures Pan West to produce benefits for Manitoba CFs, share best practices, exchange ideas, raise issues and seek solutions; Provide a Manitoba voice at the western level            | Manitoba attends regular CF Pan West Network meetings and participates in committees, research and project initiatives that further the Manitoba agenda. Manitoba speaks as part of a stronger western voice.  | Jim MacMillan is the CF Pan West Chair. Manitoba wrote the successful proposal for the \$4.1M Rural Opportunities Fund project. Edwin Ballantyne represented CFM board on ROF Committee. PW began meeting weekly with WD ADM in mid-March.  |
|   | Continue participation in Community Futures Network of Canada to produce benefits for Manitoba CFs, share best practices, exchange ideas, raise issues and seek solutions; Provide a Manitoba voice at the national level. | Manitoba attends regular CF Network of Canada meetings and participates in committees, research and project initiatives that further the Manitoba agenda. Manitoba speaks as part of a stronger national voice. Jason to continue to serve on the National Board in 19-20. | Jason is one of two western members of the board of directors. Jason also on strategic working group, communications committee and national performance measurement committee. Numerous meetings held, including advocacy and Social Finance Fund meetings in Ottawa, along with early COVID-19 support advocacy. |
| <b>Increase Member Engagement</b>                           | Organize an annual conference  | Conference to be hosted Fall 2019. CFM will provide monetary and organizational support.   | Conference held September 17-19 in Gimli; sponsorship and content provided.   |
|   | Organize team building activities  | Some anticipated in conjunction with the Conference.   | Golf, kayaking, breadmaking and a networking reception were all part of the Conference.   |
|   | Once a year conduct the CF Manitoba meeting outside of Winnipeg  | 1 meeting held per year (ideally AGM) in a rural community   | AGM and board meeting held September 19, 2019 in Gimli.   |
|   | Maintain a provincial board contact list   | CFM can better distribute information directly to Manitoba board members   | Carly compiled & updates a CFM and Manitoba CF board member list.   |

| Core Services  | Specific Activity  | Desired Outcome   | 2019-2020 Results   |
|--|--|---|---|
| <b>1.2 Representation of Members</b>   |  |   |   |
| <p><b>Demonstrate to political and bureaucratic decision-makers the value for money provided by the CF program</b></p> | <p>Support National campaign to advocate and promote the great work we do and access the necessary funding to do it</p>  | <p>Increased budgets, loan funds and CED project funding</p>  | <p>Pre-election advocacy letter prepared for CFs, CFs asked to access online budget consultation process. Jason met in Ottawa with Chair of Finance Committee and Quebec Liberal Rural Caucus, as well as staff from the offices of Ministers Jolie and Monsef.</p>   |
|  | <p>Liaise with MP's, MLA's and support local CF liaison efforts</p>  | <p>Federal representatives are invited to attend CF public events; CFs have the materials and advice they need to demonstrate the return they provide on the Government of Canada's investment. Provincial elected officials are more aware of the CF Program and its services. Local elected officials understand the value of the Program and carry the message forward to their federal counterparts</p> | <p>Delivery of CRED project is a priority of Cabinet.</p> <p>WD Parliamentary Secretary Terry Duguid announced ROF funding in February; Jim and Jason attended.</p> <p>Met informally with several Manitoba MP's while in Ottawa.</p>   |
| <p><b>Advocate for broad supports for rural economic development</b></p>   | <p>Seek opportunities to engage CFs in federal priorities focused on initiatives like super clusters, broadband expansion, or the social economy. Seek opportunities for CFs to capitalize on provincial initiatives such as Look North or the provincial economic development strategy.</p> | <p>CFs access other federal and provincial programming to support rural economic development</p>  | <p>Part of the MB consortium delivering the Investment Readiness Program for the federal government's Social Finance Fund; held our Phase 1 assessment meeting. Rural Opportunities Fund will help CF address some of the priorities within the Western Canada Growth Strategy. Spoke with new Provincial Economic Development Office about presenting to their board. CEDF is partnering on one of our ROF projects.</p> |

| Core Services   | Specific Activity   | Desired Outcome  | 2019-2020 Results   |
|---|---|--|---|
| <b>1.3 Provide service, information, coordination, training and skills development to build the capacity of program support &amp; development</b> |   |  |   |
| <b>Provincial training development &amp; delivery.</b>  | Promote the availability of CFLI board training   | Encouragement of CFLI's utilization by Manitoba CFs. Reports provided to CFM board on CFLI usage and activities.   | Usage reports included with CF pan west reports; 13 modules delivered in Manitoba this year.                |
|   | Support delivery of board training  | Assist CFs with group training session arrangements. Offer \$2,000 per CF to support their board and staff training expenditures.                                    | \$2,000 made available to each CF to support training this year. 14 utilized it at least partially.         |
|   | Coordinate staff training opportunities; offered free of charge if funds available  | CFLI offerings for staff promoted according to its marketing plan. At least one staff training committee meeting held. At least one training opportunity provided.   | Were planning on holding a staff training event in the spring, but likely scuttled by COVID.                |
|   | Identify new Board training modules or staff training topics to the CF Leadership Institute   | Continued participation in the Institute's governance and guidance through CF Pan West.  | New module focused on CF responses to emergencies/disasters ready.  |
| <b>Provincial initiatives e.g. loan fund pooling, CED</b>   | Promote CF investor and borrower participation in the Community Futures Investment Fund to address discrepancies in the availability of and demand for investment funds between Manitoba CFs. | Manitoba CFs utilize CFIF to meet the capital needs of their entrepreneur clients.   | Three new loans approved this year.   |
|   | Deliver Entrepreneurs with Disabilities project   | MB CFs assist entrepreneurs with disabilities to start viable businesses; CFs access project funding for new EDP capacity building projects or marketing initiatives | 7 capacity building projects funded for \$15,000. New support (client bookkeeping setup) offered this year. |
|   | Deliver Elevate for Women project   | If approved, MB CFs assist women entrepreneurs to access training, increase networking opportunities, and start viable businesses.                                   | Project was not approved.   |

|                                |   |  |  |
|--------------------------------|---|--|--|
|                                | Deliver Indigenous Business Development Services project  | Indigenous entrepreneurs; particularly those in rural communities; receive improved access to information and assistance to start a business.                            | New Coordinator hired on maternity leave term. 10 capacity building projects approved worth over \$42,000. \$40,000 carryover in 19-20. Dragon's Quest competition held in May '19; '20 contest judging in progress at year end.   |
| <b>Partnership development</b> | Participate as a member of the Western Canada Business Service Network and partner with WCBSN members where practical to capitalize on our diverse organizational strengths and reduce duplication of expenditures. | Manitoba and Western WCBSN meetings attended; partnerships developed or maintained where mutually beneficial.  | Lots of cross-promotion of events with the WTC. WTC approved for three CRED applications and an IBDS application. CDEM is a partner in one of our ROF projects.  |
|                                | Leverage and support partner organizations such as EDAM, Futurpreneur, the BDC and CCEDNet. Memberships maintained and events attended as time/budget allows.   | Supports accessed for CFs and their clients. BDC and CFs continue to partner on loans to access capital for rural Manitoba entrepreneurs.                                | Partnered with CCEDNet Manitoba on the IRP consortium; made contact with the BDC and began to formulate a COVID-19 co-lending proposal. Other activities with EDAM and Start-Up Canada.  |
|                                | Support partnership development between CFs and other federal programs that can assist in the delivery of their mandate.  | CFs are aware of federal programs and initiatives that could assist local entrepreneurs and communities. Opportunities are sought in the delivery of federal priorities. | CFs informed of the Investment Readiness Program and encouraged to promote it to their clients. Presentation made to ESDC about CF capacity to support the delivery of the \$755M Social Finance Fund.   |
| <b>Other</b>                   | Access resources to support CFs in their work and mandates  | Identify resources that can support CFs or rural entrepreneurs   | CF Pan West provided \$6,022 in funding for projects or training for staff that can enhance efficiencies. Pan West offered client training pilot, cyber liability assessment, and a group collections contract. CF MB provided \$2,000 per CF for training and \$1,000 in supports for COVID-19 related costs. |

|  |   |   |   |
|--|---|---|---|
|  | Identify other funding programs that may be a fit with the mission of Manitoba CFs or CF Manitoba   | Manitoba CFs enhance their revenues by providing CED services where there's a fit with their mandate                                | CRED project providing significant opportunity for northern MB CFs and their communities.   |
|  | Advise and/or assist individual CFs to overcome local operational or governance challenges  | Manitoba CFs receive sound, appropriate advice to address and quickly overcome challenges with minimal consequences.                | Receive regular calls from CFs on a variety of topics. Assisted with a CF hiring process.   |
| <b>Core Services</b>   | <b>Specific Activity</b>  | <b>Desired Outcome</b>  | <b>2019-2020 Results</b>  |
| <b>1.4 Develop and deliver cost-effective training materials, templates, policy manuals, etc. to ensure quality and a consistent delivery of the CF program in western Canada.</b> |   |   |   |
| <b>Describe the training materials (templates, policy manuals, etc.) developed.</b>  | Create tools or access resources to support CF board and staff succession efforts   | CF program knowledge is transferred and the momentum continued  | New CFLI module focusing on disaster preparedness released.   |
|  | Continue to provide succession matching supports through sxnm.com   | Entrepreneurs looking to buy or sell a business in rural MB have access to supports through CFs                                     | Coupons still available; SXNM.com holding training webinars and working on a pilot project with MB Immigration. Collaborating with them on a joint MB/SK ROF project. |
|  | Support CFs or groups of CFs to develop projects, resources, or opportunities of interest to other CFs in the province  | CF rural economic diversification service delivery and/or revenue generation opportunities are enhanced                             | Lots of opportunity for collaboration through the ROF.  |
| <b>Core Services</b>   | <b>Specific Activity</b>  | <b>Desired Outcome</b>  | <b>2019-2020 Results</b>  |
| <b>1.5 Marketing &amp; Visibility</b>  |   |   |   |
| <b>Promotion of the CF Program</b>   | Continue to run a marketing program to increase the awareness of the CF program using social media and an ambassador program to support word-of-mouth promotion | Promote opportunities for CF cooperative advertising that target our two main rural audiences: entrepreneurs and elected officials. | Followed Saskatchewan's marketing review and conclusions. Led to participation in Pan West discussion to determine areas of potential cooperation.                    |
|  | Connect to CF's via social media  | Provincial Facebook page and Twitter account maintained.  | Staff took a more active role in maintaining our SM feeds.  |

|  |   |   |   |
|--|---|---|---|
|  | Promote CFs at appropriate provincial trade shows or events and provide support to CFs for their trade shows. | Relevant trade shows attended.  | Staff attended and/or displayed at Vision Quest and the AMM trade show.   |
|  | Recognize and celebrate CF successes.   | Media recognition for CF achievements, including the winners of the Awards for Excellence in CF Innovation and CF Volunteerism.                     | CF Manitoba won a 2019 Winnipeg Tourism Award for the CF National Event. ROF announcement in mid-February that included Manitoba Chair received media coverage. |
| <b>Recognition of federal contribution</b>   | Federal Identification Protocols followed; federal representative invited to public events                    | Contractual requirements met; federal representatives receive opportunities to promote their roles.   | FIP followed.   |
| <b>Core Services</b>                         | <b>Specific Activity</b>  | <b>Desired Outcome</b>  | <b>2019-2020 Results</b>  |
| <b>1.6 Administration of the Corporation</b> |   |   |   |
| <b>Management</b>                            | Ensure effective fiscal management  | Board and Executive Director to jointly establish corporate budget, regularly review actual performance versus projections, and amend as necessary. | Progress against 2019 Budget reviewed at each board meeting through financial reports. 2020 Budget and Operations Plan approved February 7th.                   |
|  | Ensure effective human resources management   | Competitive staff compensation package and training budget provided to encourage staff retention and skills enhancement                             | Staff benefits plan and training budgets maintained.  |
|  | A new 3-year strategic plan is developed  | The Corporation's goals and activities meet the needs of Manitoba CF organizations for the next three years.  | New 3-year plan developed at Planning Session held February 21 <sup>st</sup> in Winnipeg.   |
| <b>Coordination of CF activities</b>         | Establish a committee to review and update the Manitoba CF Wage Chart through 2020.                           | CF compensation is consistent and competitive in the rural economic development field; increasing CFs' ability to attract and retain staff.         | Managers agreed to defer committee until enhanced funding is accessed   |
| <b>Governance</b>                            | Meet all accountability and transparency requirements   | Open Annual General Meeting held; Annual report and audited financial statements posted on website; Board appointment policy posted on website      | AGM held September 19 <sup>th</sup> ; Audited statements posted on site.  |

|  |   |   |   |
|--|---|---|---|
|  | Conduct regular Meetings of Board of Directors and Executive Committee  | At least 3 meetings of the Board of Directors and 1 meeting of the Executive Committee are held   | Board meetings held June 5 <sup>th</sup> , September 19 <sup>th</sup> and February 7 <sup>th</sup> .<br>Email motion passed March 20 <sup>th</sup> .  |
| <b>Communication<br/>Sharing best practices through newsletters, etc.</b>          | Act as a vehicle to obtain CF success stories and disseminate them to a wider public audience   | Include CF success stories in a visible location on our website.  | Success stories on website.   |
|  | Keep CF board members and staff aware of events and resources of interest from CF Manitoba and in the rural CED field.  | Minimum of 11 Communiqués sent to CF Manitoba Directors & CFs on items of interest.   | Katie compiled and sent out 11 Communiqués; skipped July.   |
| <b>Communication Tools developed/implemented for CFs</b>                           | Maintain shared Content Management System website   | CF sites have a consistent look and feel from one site that can utilize SEO better  | CMS Website modernized and operating well. Katie managed our site and assists CFs with theirs.  |
|  | Ambassador kit will offer handouts and material for CF boosters to promote the program  | Word-of-Mouth from our biggest believers (our clients and our volunteers) increases awareness of our services.  | Ambassador program put on hold with marketing review.   |
|  | Advocacy materials from the CF Network of Canada are distributed to help our leaders advocate to their MPs.   | Local members support the work of the national network to inform federal politicians of the value and utility of the CF Program                       | Advocacy kit was sent to all CFs prior to the federal campaign. Budget submission prepared for 2020.  |
| <b>Support WDs efforts to ensure WD/GOC priorities are well understood by CFs.</b> | Liaise with senior bureaucrats in WD to provide CF input on decisions impacting the CF program and to better understand departmental goals for the program so the CF Program can maintain optimum results | An ongoing dialogue allows CFs to be informed about federal and WD priorities and allows WD to understand CF perspectives, potential, and challenges. | Sat on the hiring committee with the MB Director General for the pool of Acting Managers responsible to oversee the CF program. Served on CF Evaluation committee; Evaluation released in the Fall. Increased contact with WD HQ reps through the ROF project discussions Weekly COVID-19 meetings held with WD ADM starting March 17 <sup>th</sup> . |

| Core Services   | Specific Activity  | Desired Outcome  | 2019-2020 Results  |
|---|--|--|--|
| <b>1.7 Revitalization</b>   |  |  |  |
| <b>Opportunities for centralized efficiencies are realized</b>    | Deliver contracted association management services to Community Futures Partners of Saskatchewan                           | CFM and CFS realize savings through cost sharing; program stability in SK is maintained  | Generating some efficiencies through cost sharing that allows supports to be provided to CFs that could not have been in the past. Some big wins in SK, with two absent CFs returning to CFS.  |
|   | Create savings for CFs via economies of scale through group purchases of goods and services                                | CFs realize savings on the purchase of D&O/E&O liability, cyber liability, staff benefits coverage, Board & Staff travel insurance, car rentals, software, or hardware | Group benefits renewed at minus 0.6%. Survey conducted regarding staff benefits wants/needs, will be followed by a review of potential cost-saving changes. Pan West cyber liability project will facilitate accessing cyber liability insurance coverage. |
|   | Manitoba CFs realize efficiencies by adopting new technologies, program delivery methods and structures.                   | New initiatives continue to be adopted   | A session on technology and rural communities was held at the Conference. \$1,000 in COVID-19 supports were provided to CFs; used by some to purchase Zoom licenses.   |
| <b>Deliver Churchill Region Economic Development Fund project</b> | Deliver CRED project; overseeing assessments of applications, committee reviews, and monitoring approved project outcomes. | Enhanced economic development activity and community stability in Churchill and Northern Manitoba  | Project very demanding in terms of time, but very beneficial to the region & relationship with WD. Under \$1M remained at year end.  |

## 2.2 Treasurer's Report

CF Manitoba posted a small surplus this past year of \$6,216.

Our Balance Sheet and Income Statement are still being greatly impacted by our major projects. Our Assets decreased by over \$1.1 million this year, which was almost solely related to a comparable reduction in deferred revenues of \$1.2 million for the CRED program as the funds continued to flow to grant recipients. Our cash position dropped accordingly this year by \$1,125,338 but we still have a healthy cash position of \$2,022,107.

Notable items on the Income Statement this year in addition to the reduction in deferred CRED revenue was a reduction in revenues totaling \$1,039,472 through the removal of the completed Elevate and National Event projects. Overall Expenses decreased by \$2,143,106; primarily due to the noted reductions and/or completion of the three projects noted above. The only expense category to record a notable increase (\$10,092) was Board Meetings, which relates to travel to Churchill by the external approval committee for the CRED Fund.

Respectfully submitted,

**Mike Tumber**  
Treasurer

## 2.3 Manitoba CF Results

Below represents a summary of Manitoba CF organization 2019-2020 results through lending and client service, as gathered from their quarterly submissions to Western Economic Diversification Canada.

| 2019 - 2020             | \$ Leveraged from Loans | # Clients served | Training / Advisory Services | # Jobs from Loans | # Loans    | \$ Loans           | Net Cash + Other Investment Assets | Adj. % Gross Cash |
|-------------------------|-------------------------|------------------|------------------------------|-------------------|------------|--------------------|------------------------------------|-------------------|
| Cedar Lake Region       | \$ 538,317              | 124              | 168                          | 47                | 8          | \$ 201,200         | \$ 916,998                         | 66                |
| Dakota Ojibway          | \$ 52,025               | 41               | 597                          | 26                | 3          | \$ 70,377          | \$ 445,127                         | 50                |
| East Interlake          | \$ 312,899              | 142              | 455                          | 22                | 8          | \$ 323,614         | \$ 1,710,840                       | 43                |
| Greenstone              | \$ -                    | 93               | 178                          | 0                 | 9          | \$ 432,416         | -\$ 69,883                         | 0                 |
| Heartland               | \$ 832,250              | 132              | 372                          | 29                | 13         | \$ 731,520         | \$ 1,276,295                       | 45                |
| Kitayan                 | \$ 121,000              | 60               | 623                          | 102               | 17         | \$1,220,920        | \$ 26,238,009                      | 11                |
| North Central Dev.      | \$ 27,495               | 161              | 352                          | 35                | 8          | \$ 377,742         | \$ -                               | 0                 |
| North Red               | \$ 1,738,200            | 123              | 336                          | 55                | 7          | \$ 742,000         | \$ 1,161,050                       | 19                |
| Northwest               | \$ -                    | 678              | 479                          | 0                 | 0          | \$ -               | \$ 24,242                          | 2                 |
| Parkland                | \$ 824,232              | 292              | 714                          | 7                 | 3          | \$ 518,896         | -\$ 15,814                         | 0                 |
| Southeast               | \$ 214,425              | 31               | 425                          | 15                | 6          | \$ 311,525         | \$ 1,046,817                       | 51                |
| Triple R                | \$ 469,574              | 119              | 244                          | 6                 | 3          | \$ 209,585         | -\$ 77,800                         | 0                 |
| West Interlake          | \$ 1,752,846            | 116              | 320                          | 9                 | 7          | \$ 240,714         | \$ 1,613,769                       | 19                |
| Westman                 | \$ 572,604              | 88               | 367                          | 60                | 15         | \$ 689,013         | \$ 1,314,390                       | 29                |
| White Horse Plains      | \$ 540,000              | 43               | 93                           | 19                | 4          | \$ 310,000         | \$ 325,849                         | 36                |
| Winnipeg River          | \$ 40,000               | 88               | 558                          | 5                 | 2          | \$ 186,735         | \$ 1,210,117                       | 43                |
| <b>2019-2020 TOTALS</b> | <b>\$8,035,867</b>      | <b>2,331</b>     | <b>6,281</b>                 | <b>437</b>        | <b>113</b> | <b>\$6,566,257</b> | <b>\$37,120,006</b>                | <b>26</b>         |

## 3.0 Closing Comments

Community Futures Manitoba is grateful for its strong working relationship with Community Futures Organizations. CFM would not exist without the support of these organizations; the members' vision and dedication for this organization are what makes it strong.

Community Futures Manitoba also wishes to acknowledge the support of Western Economic Diversification. Thanks to Barbara Motzney, Sean Barr, Lorne Pelletier, Gerry Marques, Michel Loiselle, Mary Franceschet, Jerry McDonald, Bryce Bullock, and Cori Krut for their assistance and input into strengthening the efforts of Manitoba CFs.

Thanks also to the following for their contributions to CFM in 2019-2020:

- Nominations Committee – Darlene Beck, Florence Campbell, Courtney Roehl
- Staff Training Committee – Tammy Dziadek, Lana Cowling-Mason, Ken Reimer, Sharalyn Reitlo
- CF Network of Canada, CF Pan West Network, and CRED Management Committee Representative – Jim MacMillan
- CF Pan West Rural Opportunities Fund Committee Representative – Edwin Ballantyne

Thank you to all others who contributed to our successes in 2019-2020.

Finally, on a sad note, the CF Manitoba and CF Greenstone families lost a long-time member when Lois (Bunny) Burke passed away this year. She will be dearly missed by all who knew her.